

19 December 1953

MEMORANDUM TO: Chief of Operations

SUBJECT : Junior Officers Committee Report

1. The individual complaints evidenced by this report appear to me, on the whole, not unusual in any bureaucratic organization. The significant thing appears to me to be the volume of the dissatisfaction and the consideration which this dissatisfaction has earned or received.


2. Basically the conclusion which I, at least, draw is that the dissatisfaction reflects the organizational uncertainties of the agency over the past four years or so and the fluctuations of operational plans and programs. A substantial number of the complaints, more or less legitimate, comes from individuals brought into the agency under the PM program. This program resulted in the recruitment of a large number of intelligent, able, highly motivated young men for whom, it turned out, there were no specific operational assignments. For a considerable period of time these people were treated somewhat as a class apart. After receiving courses of training which were rigorous, although restricted to a somewhat narrow field, they were left at the end with no clear-cut, definite program of which they could become a part or to which their recruitment or training was related. By and large the best of these individuals have been more or less assimilated into the existing operational structure of the agency, although some of them still remain to be placed.

3. I personally believe that the only answer to the problem evidenced by the annexed report is a suitable organizational establishment which supports a coherent and consistent operational program. Obviously a great deal of progress has been made toward this objective and many of the complaints registered appear to reflect conditions obtaining a year or more ago rather than the present. To the extent that further progress can be made in consolidating the organizational structure of the DDP and rationalizing the activities and programs of the agency the type of dissatisfaction evidenced by the report should diminish to the minimum inevitable in any organization.

4. I think it should be remembered that while, on the one hand, the type of person attracted to the type of work conducted by the agency tends to be somewhat temperamental (which is itself a complicating factor in personnel management) on the other hand the intrinsic interest of the work itself tends to provide a motivation not present in other government

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agencies. In a very real sense the satisfaction and reward of this work is intrinsic which is a factor to be kept in mind in all questions of personnel management and which properly recognized and used, can be very helpful in maintaining discipline as well as morale.


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